

BOARD OF GOVERNORS OF CONCORDIA UNIVERSITY

MINUTES OF THE MEETING OF THE BOARD OF GOVERNORS HELD ON
THURSDAY, 17TH SEPTEMBER, 1981 AT 12:00 NOON IN ROOMS H-762 AND H-769
IN THE HALL BUILDING, SGW CAMPUS

ATTENDANCE: Present were: Mr. D. W. McNaughton, Chairman, Mr. H. J. Hemens, Chancellor, Mr. D. Arfin, Mr. M. J. Bourgault, Dr. R. W. Breen, Dr. M. Brian, Mr. J. Cahayla, Dr. J. S. Daniel, Dr. M. S. Dubas, S.J., Mr. C. A. Duff, Mr. G. T. Fisher, Prof. C. Gabriel-Lacki, Dr. H. Habib, Mr. S. Huza, Mrs. N. Leclaire, Prof. G. Martin, Mr. G. Murray, Dr. J. W. O'Brien, Mr. J. J. Pepper, Dr. T. S. Sankar, Rev. A. Graham, S.J., Secretary.

Absent with apologies: Mr. R. L. Grassby, Mr. R. K. Groome, O.C., Mrs. B. J. Lande, O.C., Mr. P. McEntyre, Mr. M. B. Mulroney.

Advisory Board: Mr. F. G. Hubbard.

DOCUMENTS CONSIDERED

BG-81-8-D26	-	Letter from Breen to Hon. Camille Laurin.
BG-81-8-D27	-	Personnel Committee. Report (Dubas) to Board, September 1981.
BG-81-8-D28	-	Earle Mclaughlin's Curriculum Vitae.
BG-81-8-D29	-	Murray's letter to G. Martin.
PC-81-7-D26	-	Breen's Report to Personnel Committee, September 1981.
PC-81-7-D27	-	Daniel's Report to Personnel Committee, September 1981.
FC-81-2-D4	-	Financial Statements, May 31, 1981.

OPEN SESSION

1. Chairman's Remarks

Mr. McNaughton expressed his thanks for the confidence that had been shown in him in electing him Chairman of the Board of Governors.

2. Approval of Minutes

After noting that the name of Mr. Edmond Lemieux was incorrectly, reported as "Edouard Lemieux" and requesting, that the error be corrected in the official copy, on a motion duly made and seconded (Hemens, Duff), the minutes of the meeting of 18th June, 1981 were unanimously approved with correction.

On a motion duly made and seconded (Hemens. Huza), the minutes of the meeting of 30th June, 1981 were unanimously approved.

3. Committee Reports

- (1) The Chairman noted that a resolution had been passed appointing a new Chancellor of Concordia University at the closed session of the Board just completed and asked Dr. O'Brien, Chairman of the Ad Hoc Committee to Choose the Chancellor, to inform the open meeting of the election.
- (2) Dr. O'Brien reported that Mr. Earle McLaughlin, former President of The Royal Bank of Canada and presently a member of the Board of Directors of that Bank, has been elected Chancellor of Concordia University for a term beginning January 1, 1982 to end December 31, 1987. A public notice giving details of Mr. McLaughlin's career will be publicized in the near future.

(3) Report of Mr. Bourgault

Mr. Bourgault, Chairman of the Fund Procurement Committee, reported that the total of fund drive is down by about 350 names compared to a similar time last year. Good progress is being made, however, and he is hopeful that results will improve.

(4) Rector's Report

Dr. O'Brien reviewed our position relative to the Department of Education in Quebec. In summary, our financial situation has not changed a great deal during the Summer. The Rector and his assistants met with the Minister of Education in August concerning our operating budget and our plans for a new library. The Minister listened sympathetically to our presentation but made no commitments. Dr. O'Brien believes that greater activity may be expected during the Fall. We received, about two days ago, from the Department of Education a brief concerning the parameters with which they expect to deal with the total Quebec university system during the next three years. This document was concerned with the totality of the University, community and not with individual Universities. Hence, our strong contention that we receive substantially less financial assistance than other universities, is not considered. However, it should be noted that a compression of financial assistance for all universities must be expected to continue. A statement was made that a decrease of at least 3% per annum of 1981 constant dollars - and perhaps double or triple this amount, could be expected during the next three years; this is obviously a major degree of compression and will present major problems. Pressures continue to mount in our country,

particularly in areas of social concern, as we find reported in current newspaper accounts.

Mr. Duff noted that the University was entering a time of serious financial problems, and if we cannot expect more tax dollars, it may be necessary to consider other sources of revenue, such as an increase in student fees. Fees had, in fact, been frozen for many years. He stressed the fact that he was not recommending such an increase and would, of course, regret it; he was stressing the need for the Board to be seriously aware of the financial facts of today.

Mr. Glen Murray stated that there was a 38% unemployment rate among students and that raising fees would be unacceptable.

5. Vice-Rector Breen's Report

Dr. Breen called the attention of the Board to document BG-81-8-D26, a letter which he had written to the Minister of Education, dated 30th July, 1981. A copy is appended to these minutes.

6. Vice-Rector Martin reported that the financial reductions authorized by the Board at its meeting of June 30 are being implemented.

Although firm numbers are not available, it is now clear that the number of students registered for next year will be approximately as large, and perhaps somewhat larger, than last year. He reported that the process of registration, now totally on the SGW Campus, seemed to be satisfactory. However, the course changes and late registration process suffered serious problems, and he has appointed a Task Force to look into the matter.

He also reported that, with the aid of government grants, we are in the process of converting heating units in smaller buildings on the SGW Campus from oil to gas.

7. Correspondence

The Secretary read a letter addressed in the name of the Board, to Mr. G. Fisher on his appointment as President and Chief Executive Officer of Canadian Pacific Consulting Services Ltd. The members of the Board applauded Mr. Fisher. The Secretary also read a letter from Mr. Dent Lewis resigning from the Advisory Board, and a letter from Mr. Edmond Lemieux resigning from the Board of Governors.

On a motion duly made and seconded (Duff, Hemens), the resignation of Mr. Edmond Lemieux as a member of the Board of Governors was regrettably accepted and approved.

It was also moved and seconded (Hemens, Habib) that the Secretary expressed the sympathy and. regrets of the Board to the appropriate superior on the death of Rev. Cyril O'Keefe, S.J., Professor of History.

8. New Business

(1) Standing Committees

A list of the proposed Standing Committees of the Board of Governors for 1981-82 was introduced. The Chairman noted that several positions, particularly of student members and members to be appointed by Senate, will have to be added in the future. The Secretary of each Committee will remain as last year.

On a motion duly moved and seconded (McNaughton, ('Brien), the list of the members of the Standing Committees of the Board for 1981-82 was approved.

(2) Finance Committee

Vice-Rector Martin commented on document FC-81-2-D4: Report and Financial Statements, May 31, 1981. There has been a significant decrease in the University deficit brought forward from the 1979-80. The reported \$2.6M deficit has been reduced to approximately \$2.2M (cf. -D4, p. 8 "Notes"). This change results from new Government rules concerning the retention of total student fees (a credit) and a change in taxation laws resulting in our being taxed for the Norris Building, and in our payment of accrued interest to restricted funds (liabilities)

Our operating deficit for 1981 formerly estimated at \$3.3M will, in fact, be approximately \$2.41.1 (cf. -D4, p. 2) . Notice was received today, 17th September, from the Government that they are permitting a bond issue of \$5 M for Concordia to pay capital funding. In answer to a question, the Vice-Rector explained that the Government pays capital and interest for our capital funding, but does not pay the interest on moneys borrowed to operate the University.

The Finance Committee, at its meeting of September, 14, 1981, having reviewed the draft Financial Statements of Concordia University, and having forwarded it to the Board and Corporation. for approval on a motion duly moved and seconded (Martin, Duff), it was unanimously RESOLVED:

THAT document FC-81-2-D4, being a report and Financial Statements of Concordia University, labelled DRAFT, dated May 31, 1981 and prefaced with the auditors' report, dated August 12, 1981, and the notes for the aforesaid Financial Statements entitled "Formulaire

Financier de Fonctionnement", be approved and forwarded to the Corporation of Concordia University.

Mrs. Leclaire asked for clarification about the excess of expenses over revenues for the SGW Schools. The Rector replied that the Board of Governors have been raising fees for students attending the Schools, but, in fact, the fees have not kept pace with rising costs. Surprisingly, student demand continues to exist and our attempt has been to supply this community requirement. It is effectively a part-time operation and could be terminated without great difficulty. Indeed, it seems clear that we should not operate indefinitely with a deficit; this is a matter for the Board of Governors to determine. The government schools offer what appear to be similar courses; in fact, these offerings are not as genuinely available or satisfactory as may appear. Furthermore, by an "accident of history", students prepared by the Schools may present themselves for a High School Leaving Certificate - this is not possible for those taking extension courses in the normal high school environment; it is a privilege that would not be granted today.

Mr. Duff stated that in his opinion many people still expend relatively large sums to attend the Schools because of the excellent education that they have received and are receiving there.

Mr. Hemens felt that he should insist that draft reports should be available for members of the Board at least two weeks before the meeting dealing with the financial statements. Mr. Duff and Vice-Rector Martin made it clear that, in the past, strong efforts have been made to supply the Financial Statements before the meeting. The Board meeting must be held before the end of September; it has been simply impossible to get the auditors' work and information from the Government collated in such a way that the financial statements could be presented before the Board meeting in mid-September. Proposals were made that a second meeting might be held later in the month, or that the Executive Committee meeting might be called for the purpose of considering the financial report.

- (3) At the Chairman's request, Mr. S. Huza presented a brief report on the SGW Alumni as developed at a recent meeting attended by 23 or the 30 members of the Alumni Council. It was decided to strike a Committee to study how the Alumni might assist recruiting for the University. It was also decided to make an extended effort to update the mailing list and to hold a "phonethon" to assist in updating the list and increasing donations to the Alumni fund. Mr. Huza reported that there are 2116 active members of the SGW Alumni, and that a joint committee of the SGW Alumni and Loyola is active and is presenting a first report.

(4) Student Governor

Mr. Glen Murray presented a very strongly worded critique of security practices in the Hall Building and of the "registration," procedure particularly during the course change period this Fall. Some of the points stressed were: the need for students to stand long hours (6 - 8 hours) on the 4th floor of the Hall Building, the temperature and lack of air in the hall, the crowded condition of the area. Academic advising, particularly during the course change period, came in for severe criticism. The administration was judged to be incompetent, lacking in a common knowledge of the problems involved, and more or less indifferent to student needs. It was claimed that the course change process was not functional. The responsibility, broadly speaking, should be borne by the administration and the Faculties. Mr. Murray will submit a detailed analysis of the problem, as he sees it, to the administration within a few days.

In reply, the Rector pointed out that it was impossible for him to comment immediately on most of the facts brought forward. It would be helpful for Mr. Murray to prepare a document detailing his rationale and critique in as specific a manner as possible.

Dr. O'Brien said he was grateful to Mr. Murray for the time and tremendous effort which he had obviously expended on behalf of his fellow students, in the interests of good order and of good government in the University. He pointed out that Graham Martin had already announced the formation of a Task Force to study the problems of the course change period. If the Board of Governors wishes to choose a Task Force composed of Board members this, of course, would be feasible; however, he was not prepared at this point to make specific statements or to commit the Board in any way. The charges made were indeed serious and the Board would certainly be anxious to find suitable remedies for the problems presented.

Mr. Hemens expressed the opinion that the presentation had been the result of long hours of effort and that the students should be congratulated for the effort they were making to improve Concordia's image.

Dr. Habib, speaking as a faculty member, said that he had been disturbed for some time about some of the matters treated, and that he was particularly concerned about the image of Concordia faculty which had certainly been that of caring deeply for student interests. He certainly felt that this attitude was still very strong among Concordia faculty and hoped that a rapid solution could be found to the difficulties brought forward by Mr. Murray.

Mr. Fisher volunteered the information that as he is deeply involved in management consulting, he foresees the possibility of securing a provisional analysis of our security practices, and that he would be glad to make a contribution to this effect in the future. Dr. Sankar believed that many of our difficulties were due to the extended mail strike suffered

in Canada during the past Summer. He was, however, quite prepared to bring the problem to the Engineering Faculty.

Mr. Pepper stressed the fact that the student brief, so strongly presented by Mr. Murray, should be carefully prepared before presentation to the administration, to be certain that it contained facts and defined attitudes that could be treated in a practical manner.

At the end of the presentation, Mr. Murray expressed his gratitude to the Board for the hearing which he had received. He stressed the fact that the CUSA group was looking forward to establishing a method of review of the difficulties he had presented. He did not expect instant solutions to his problem, but did expect that the administration would take early action on beginning a search for possible solutions.

The Rector, in summary, noted that the "registration" period involved many persons and processes within the University, and that it would be very unjust to lay all the problems that were encountered at the door of the Registrar. He was, however, prepared to undertake a careful evaluation of possible problems in the area and he would most certainly endeavour to find good solutions in the near future.

9. Date, Time and Place of Next Meeting

The next meeting will take place on Thursday, 15th October, 1981 at 6:00 p.m. on the Loyola Campus.

10. Adjournment

The Chairman requested the Secretary to inquire about the name plates to be provided for the members of the Board. When this was done, the Chairman announced that a meeting of the Corporation would immediately follow.

On a motion duly made and seconded (Dubas, Brian) the meeting was adjourned at 2:47 p.m.

Aloysius Graham, S.J.,
Secretary